



I n s i d e T h e T R A

The TRA Development Review Panel made a number of recommendations related to developing the capacities of TRA staff and improving access to expertise in specialist areas. The Panel recognised the considerable burdens on the TRA during this period, when the need for effective regulation is very high.

During the year the TRA introduced some changes in its organisational structure in order to increase efficiency. A new post of Deputy General Director was created. The post holder would be responsible for managing the TRA Directorates. Mr Henrik Brodersen was appointed Deputy General Director in September 2005. By the end of the year the TRA had 18 members of staff.

Two new posts were created to increase the TRA's expertise. One was for a technical advisor and the other for an economic advisor. Both of these posts were in the process of recruitment by the end of the year.

Training has always been an important aspect of the TRA's policy for developing the capacities of its staff. During 2005 all members of staff attended specialized training in their respective areas of responsibility. The training courses covered all the areas of the TRA's activities, including legal, numbering, interconnection, consumer issues, spectrum, as well as training on administrative issues.

In addition, the TRA set up an intensive four-

day in-house training course on regulation. The course was run by an international firm with extensive experience on telecommunications regulation. The training was of great value for the staff, as it enabled them to gain a better understanding of the main principles of telecoms regulation, as well as insight on international best practices.

On the administrative side, during 2005 the TRA began work on its procedures manual. The manual comprehensively covers all internal processes of the TRA, hence all process owners were involved in identifying and documenting the relevant aspects of their field of responsibility. Once completed, the manual aims to optimize the process flow and increase the efficiency of the organization.

In 2005 the TRA continued to implement its performance appraisal process for all employees. The appraisal assesses performance against a set of pre-defined competencies, in order to enhance individual and corporate performance, with a view to fulfilling the TRA's objectives.

2005 also saw the introduction of accounting software to the TRA. The new system stores, processes and reports on all financial transactions of the TRA. The implementation of such a system ensures more efficient book-keeping, increased performance levels in day-to-day operations, as well as easy and quick access to financial reports.